

DRAFT

GLASGOW

COMMUNITY

PLAN



GLASGOW COMMUNITY
PLANNING PARTNERSHIP
www.glasgowcpp.org.uk



COMMUNITY PLANNING IN GLASGOW IS CHANGING

This is a consultative draft of the Glasgow Community Plan. Community Planning brings together public agencies, the third sector and the private sector, to work to improve the city its services and the lives of people who live and work here. The Community Empowerment (Scotland) Act in 2015 means that we will publish a plan that sets out our shared priorities for the city, where we plan to make improvements and over time show that we have made these improvements. This document sets out these priority areas for consultation.

The community planning partners have developed these priority areas in discussion with a range of public bodies, third sector organisations and community groups. We have conducted research to demonstrate that these are the important issues for Glasgow and where we believe we can make a difference by working together.

Partners are consulting on this draft Community Plan which will complement partnership working already taking place in the city. A range of strategies and plans have influenced the drafting of this plan; these strategies and plans can be found online: www.glasgowcpp.org.uk/communityplan

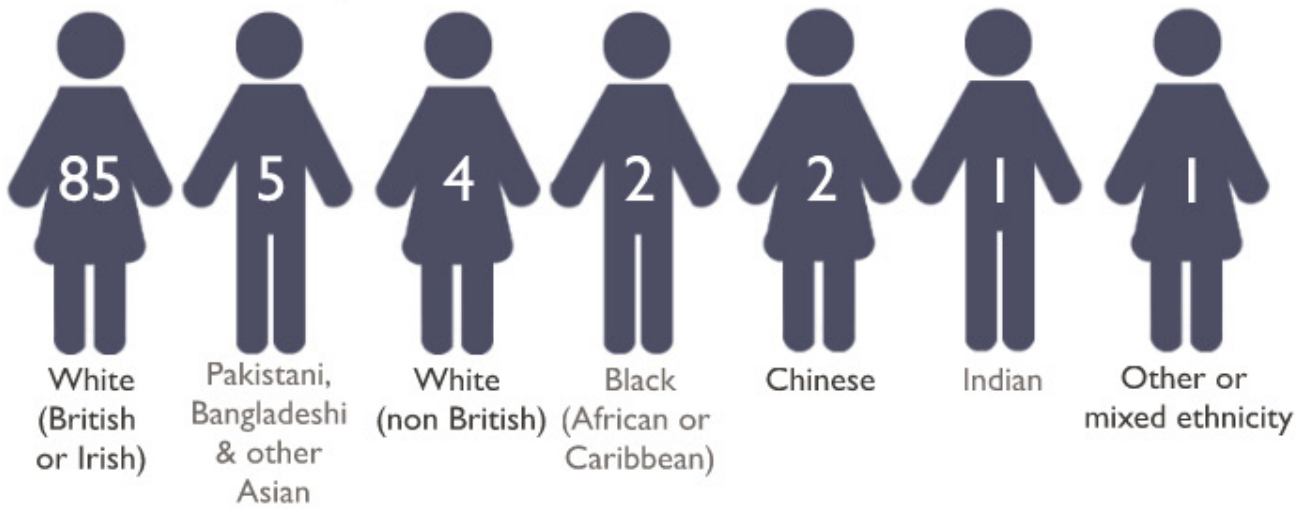
The city's Community Plan will be published by October 2017 along with a number of local plans setting out how we will tackle these priority issues with communities in their area (locality plans). Your comments will help us finalise our plans.

COMMUNITY PLANNING PARTNERS

- **Glasgow City Council**
- **NHS Greater Glasgow & Clyde**
- **Police Scotland**
- **Scottish Enterprise**
- **Scottish Fire & Rescue Service**
- **Glasgow Housing Association**
- **Glasgow Third Sector Forum**
- **Glasgow & West of Scotland Forum of Housing Associations**
- **Glasgow Chamber of Commerce**
- **Strathclyde Partnership for Transport**
- **Skills Development Scotland**
- **The Integration Joint Board (Health and Social Care)**
- **Historic Environment Scotland**
- **Scottish Environment Protection Agency**
- **Scottish Natural Heritage**
- **Scottish Sports Council**
- **Visit Scotland**
- **Glasgow Colleges Regional Board**

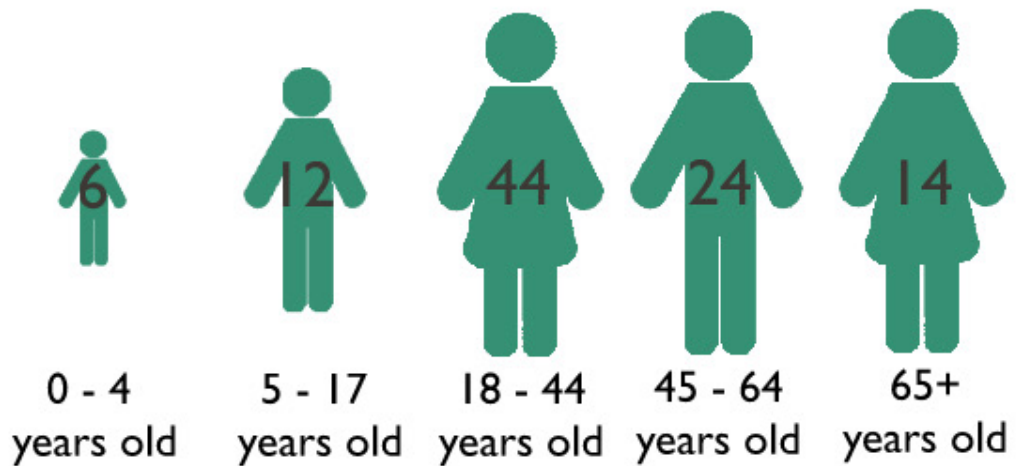
If Glasgow was a village of 100 people

their **Ethnicity** would be



they would be

Aged



23 would have a **Health Conditions** that limits their daily activity



52 of them would be **Women**



48 of them would be **Men**



WHAT WOULD BE DIFFERENT IF WE ACHIEVE THIS?

Our vision is for Glasgow to be a world class city, with thriving and resilient communities where everyone can flourish and benefit from the city's success.

Our key objective for Glasgow is to achieve Inclusive Growth that means we have a city where:

- Everyone benefits from the city's success no matter where they were born or live
- Everyone has a good start in life and is supported at key stages of their life, for example, before they go to school, leaving school, moving into a job
- There is greater equality and better health, including mental health and wellbeing
- Everyone is supported to realise their potential
- People live in clean and safe neighbourhoods
- People have the skills and connections in their community to be more self-reliant and take more control over their lives and community

- People are listened to and take part in decisions affecting their lives and neighbourhoods
- Agencies and community groups will help people make the most of what is on offer in their local neighbourhood

We share a number of key values as partners and they will underpin how we work together:

- **Pride** - the people of Glasgow are proud of this city; and the partnership and its

organisations are proud to serve the people of Glasgow

- **Respect** - for one another in the partnership and to treat the people we serve with respect
- **Informed** - we share information in the partnership and with people and communities and we value, listen and respond to ideas and views

Glasgow has a relatively young population with a Median age of **35** years old



INCLUSIVE GROWTH

We know that to achieve inclusive growth we need a successful Glasgow economy and a long term investment in our people and places. We are committed as partners to achieving inclusive growth in Glasgow. We will make sure that we take action together and in our individual organisations to deliver the change and improvement needed. There are three areas we need to focus on and these are:

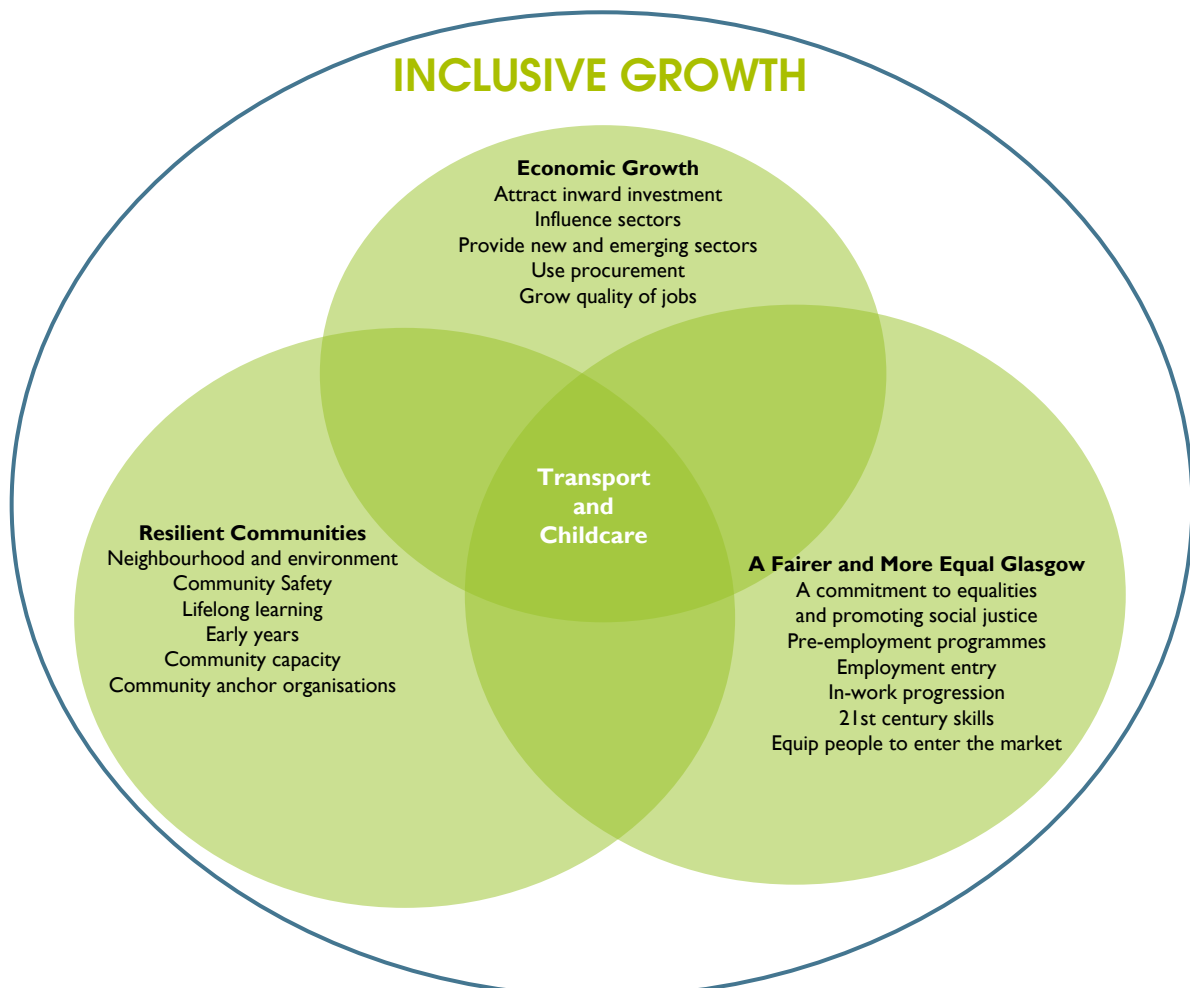
- **Economic Growth**
- **Resilient Communities**
- **A Fairer and more Equal Glasgow**

The diagram below highlights how these areas are connected and the types

of work we need to focus on as a partnership and as individual organisations to achieve inclusive growth. These themes and activities are approaches that Glasgow is addressing at a number of levels. We are tackling

them through working with neighbouring authorities at a city region level, we are working as partners and individually at a city and neighbourhood level. Many of the activities are our core business.

INCLUSIVE GROWTH MEANS A SUCCESSFUL GLASGOW ECONOMY AND A LONG TERM INVESTMENT IN PEOPLE AND PLACE

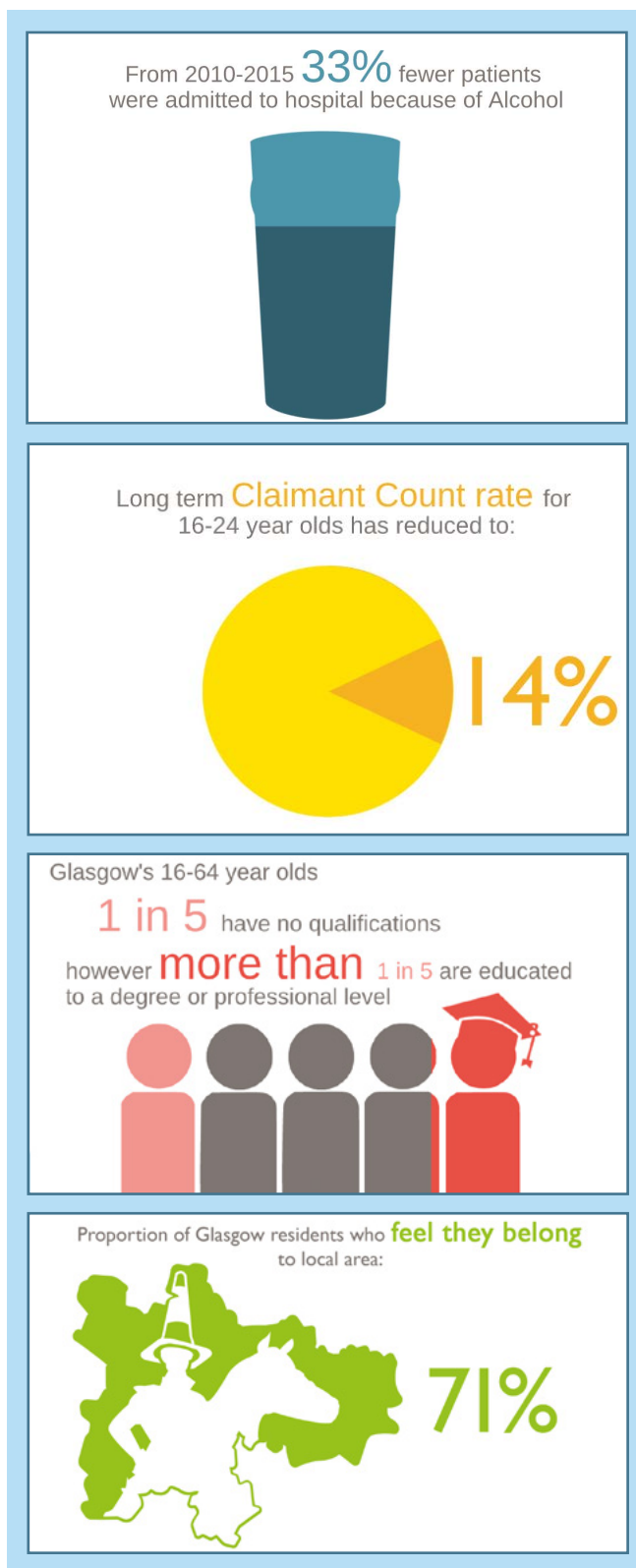


WHAT WE HAVE ACHIEVED SO FAR

We know that working in partnership for Glasgow works best when we focus on a few priorities together. In our previous plan (The Single Outcome Agreement 2012) we prioritised

- **Tackling the city's attitude to alcohol**
- **Youth unemployment**
- **Vulnerable people – homelessness**
- **Tackling inequality in specific neighbourhoods in the city – what we call our Thriving Places approach**

We have made progress in all of these areas. There is more to do but our shared focus and new ways of working have become part of our day to day work and of our core business. We want to take on some new challenges which have proved difficult to tackle in the city and focus on one or two priorities that can transform Glasgow. We have chosen two priorities we see as enablers – keys things we need to get right in the city if we want to deliver inclusive growth.



FOCUS AREAS

ECONOMIC GROWTH

Glasgow is the fastest growing major city economy in the UK with a diverse business and industry base and a highly skilled population. We are the centre of the only metropolitan area in Scotland. Glasgow already has an [Economic Strategy](#) and a [City Region Economic Strategy](#). These are the strategies that the Partnership will support to deliver economic growth for Glasgow.

ECONOMIC GROWTH

We support the city economic strategy's aim to make Glasgow the most productive major city in the UK. To do that we know we need to encourage more innovation, grow our business base, better link skills provision with the needs of the local economy and tackle longstanding health issues for Glasgow to realise its potential. The economic strategy's 10 priorities are:

1. Raising Health
2. Skills for All
3. A Fairer Glasgow
4. Supporting our Key Sectors
5. Innovation/High Value employment
6. Smart Infrastructure Investment
7. Housing Mix
8. Supporting Enterprise
9. Linking Education to Employment Opportunities
10. Increasing our population.

A number of these issues are core business for us as individual organisations. As a Partnership we believe we can add further value and improvement by acting together in the areas which support our themes of creating resilient communities and a fairer more equal Glasgow. We can add greatest value as a partnership in the areas of:



RAISING HEALTH

- Ensuring the Glasgow Health Commission's recommendations in relation to improving mental health and mental wellbeing are implemented

SKILLS FOR ALL

- Ensuring all employability support in the city includes a transferable qualification ensuring a legacy for every individual supported
- Ensuring employability support will focus on those furthest from the labour market,

with more resources spent on preventing individuals from becoming long-term unemployed

- Support the delivery of the Glasgow Guarantee, ensuring every young person receives support in the form of work, training or an apprenticeship. We will work with employers to increase the awareness and understanding of the value of the Glasgow Guarantee to both employers and citizens
- Increase the number of people supported through the Glasgow Guarantee from

under-represented groups, such as those from black and ethnic minority communities, care leavers and people with disabilities

LINKING EDUCATION TO EMPLOYMENT OPPORTUNITIES

- Working in partnership with employers, Glasgow will pioneer a new approach to work experience, giving young people sustained experience of the world of work. We will also increase mentoring support for young people studying in Glasgow's schools



- **We will increase the number of young people gaining qualifications in IT, support the establishment of more digital skills academies and provide more support for coding in primary schools to tackle the digital skills shortage and provide our citizens with the skills to take advantage of one of the city's key sectors**
- **Glasgow will put economic development at the heart of the city's education policies, including ensuring head teachers, parents and higher and further education institutions are informed of economic trends and opportunities**

OUR ROLE

These plans already report into a number of city bodies and agencies. We do not intend to complicate these arrangements but to support them. We believe we can add value in the areas of:

- **Raising Health**
- **Skills For All**
- **Linking Education to Employment Opportunities**
- **Ensuring Inclusive Growth is at the heart of the master planning for city deal projects**
- **Ensure the Glasgow City Deal tackles inequalities by placing inclusive growth at the heart of the master planning process for all of our infrastructure projects.**

We will agree how the partnership can best support these areas. We see our role as supporting key actions and holding each other to account for their delivery. We will also maintain an overview and insight on general progress and data on city trends, challenges and opportunities. This will help us know if our plan and actions are helping the city to meet these wider economic growth objectives or if it needs to be changed.



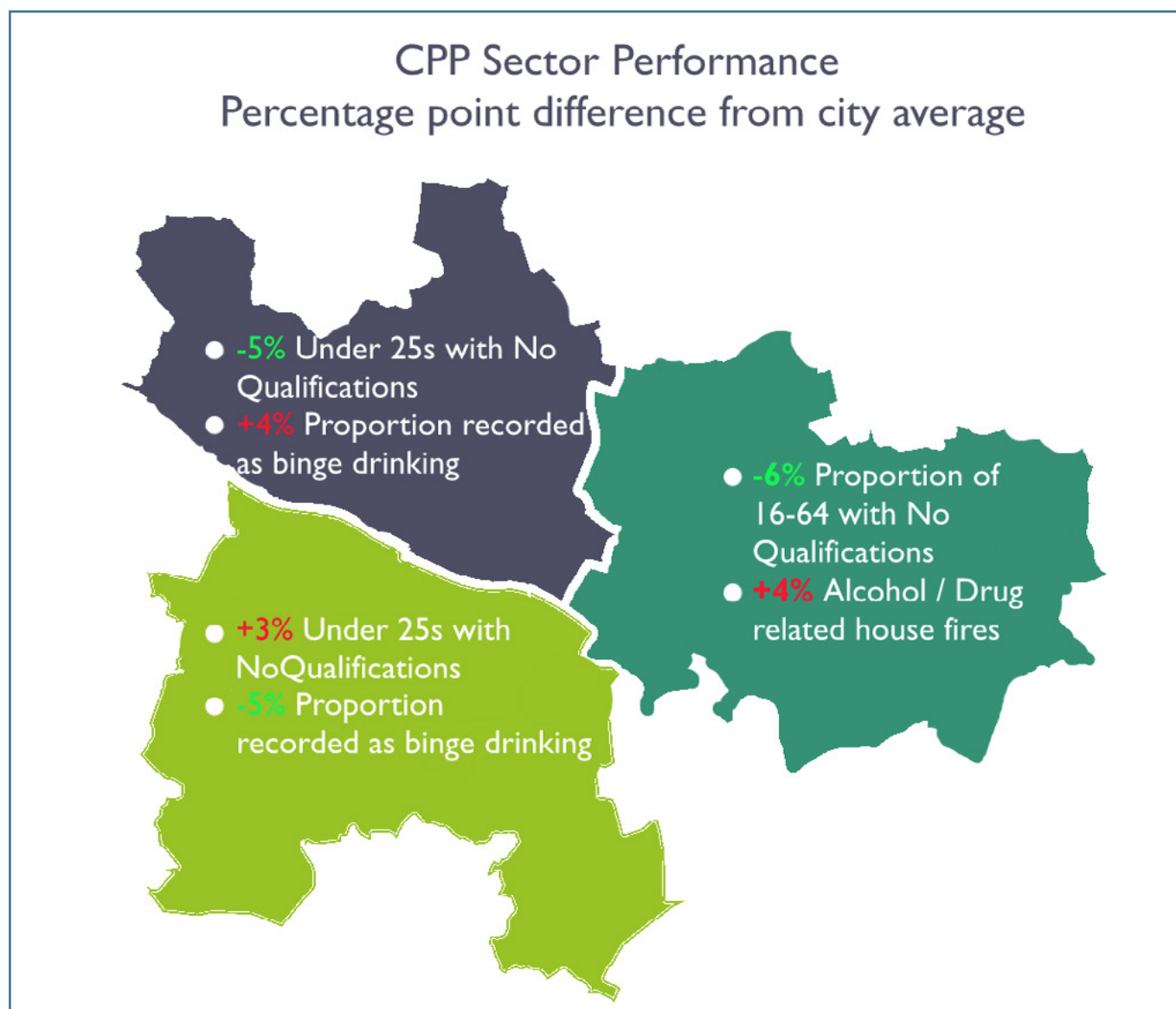
We will take a number of approaches to develop resilient communities in our city. These include:

- **Our Thriving Places approach**
- **An Approach to Placemaking**
- **A resilient communities approach**

THRIVING PLACES

Our Thriving Places approach to area focused regeneration in Glasgow has made great progress. It is a better way of working between organisations and communities at a very local level, making better use of

existing resources and assets to achieve better outcomes. It is making connections with people in neighbourhoods, supporting them to identify, articulate, and fulfil th aspirations that they have for themselves and their communities.



Good progress has been made in the first three Thriving Places – Greater Gorbals, Parkhead, Dalmarnock & Camlachie, and Ruchill/Possilpark.

As part of the next phase of improvements we will extend the Thriving Place approach. These areas along with Govanhill will be the initial locality planning areas:

- **Easterhouse**
- **Springboig/Barlanark**
- **Drumchapel**
- **Lambhill & Milton**
- **Priesthill & Househillwood**
- **Greater Govan**

PLACEMAKING

We already have an approach to placemaking set out in the [City Development Plan](#) and the [Resilient City Strategy](#) with a commitment to place based solutions.

Placemaking means that public bodies take into account the factors that contribute to an area, what makes it successful and what is not working. It is an essential part of our approach to Inclusive Growth.

It means having a real dialogue with people who live and work locally, gathering and using their knowledge about how we can shape the local place together

and integrate new ideas and services. We know that creating that link between people and place means that we all have a greater stake in its success, want to be part of that place and can improve people's health, happiness, and wellbeing. It can provide environments which function well, link well with surrounding areas, and provide attractive areas in which to socialise, to move around and to do business. It can contribute to how a local place or neighbourhood can support economic growth locally and at a city wide level. We will support the implementation of the City Development Plan and the Resilient City Strategy in delivering placemaking.



FOCUS AREAS

RESILIENT COMMUNITIES

The Resilient City Strategy and the findings of the soon to be published city's Health Commission set out the actions that need to be taken if we are to focus more on the strengths and skill of the people of Glasgow. This includes addressing some of the long term underlying health issues such as mental health and wellbeing and the things which contribute to that, such as feeling isolated or not connected to your local community and its services. We will consider the Health Commission report when published and agree the areas that the Partnership will support. We will support the implementation of the actions to empower Glaswegians as part of the Resilient Glasgow Strategy.

OUR FOCUS

We will focus on;

- Ensuring more services and local spending are shaped by local people's views
- Improving opportunities for people to connect and contribute to their local area
- Ensuring we make the best use of local facilities, people's skills and our shared resources to tackle social isolation and improve connection to people in the community
- Continuing to support and grow our thriving places approach and take the lessons learned to other communities in the city



We will do this through our locality planning process and thriving places; we are working with communities on these plans and they will be ready at the end of this summer.

OUR ROLE

Is to lead in the areas of thriving places, putting placemaking at the heart of that approach. What that means is we will share leadership and responsibility and use;

- **our policies, programmes, and activities to these areas in the city**
- **our buildings, staff, and shared information to support us make improvements in these areas**
- **our financial resources to invest in or support improvements in these areas**

The Health Commission and the Resilient Glasgow Strategy already report into a number of city bodies and agencies. We do not intend to complicate these arrangements but to support them.

We will agree how the partnership can best support these plans in the areas of;

- **Mental health and mental wellbeing**
- **Social isolation**
- **Empowering Glaswegians**

We see our role as supporting key actions and holding each other to account for their delivery. We will also maintain an overview and insight on general progress and data on city trends, challenges and opportunities. This will help us know if our plan and actions are helping the city to meet these wider resilient community objectives or if it needs to be changed.

Our SAFE Glasgow group will continue to provide the platform for working collaboratively with Police Scotland, Scottish Fire and Rescue and other agencies to improve community safety.



Everyone in Glasgow has a lot to gain from achieving fairness and equality, and partners have restated their commitment to equality. The city has a strategy to tackle poverty – the [People Make Glasgow Fairer Strategy](#). The strategy has been co-produced with the partners in the Poverty Leadership Panel that included volunteers from the Glasgow community who have experience of living in poverty, the Community Activist Panel. The Partnership will adopt the People Make Glasgow Fairer Strategy to create a fairer and more equal city. We will support the delivery of its aims and work streams which are to tackle:

Attitudes - People's negative attitudes to those living in poverty.

Child poverty - taking action to reduce the number of children living in poverty in Glasgow and looking at particular issues for lone parents.

Credit and Debt - ensure that our most vulnerable citizens have access to affordable credit and bank accounts.

Participation - Glaswegians are involved in shaping and making decisions about the places and services that affect their lives and Glasgow's future.

Work and Worth - ensure that paid work provides a wage sufficient to enable an adequate standard of living in Glasgow and address barriers preventing disabled people taking up employment.

Welfare Reform - mitigate the effect of welfare reforms for those living in poverty by ensuring that they receive the benefits they are entitled to and have access to advice to know their rights.

Housing - ensure that local people are routinely and meaningfully involved in local housing issues and structures in Glasgow.

Food Poverty - co-ordinate the approach to food poverty and food insecurity across the city, to ensure that there is a long term sustainable alternative to food banks.

Fuel poverty - We want to increase the energy efficiency of the housing stock across all tenures in the city and mitigate the impact of rising energy costs on vulnerable households.

OUR ROLE

The People Make Glasgow Fairer Strategy already reports into a number of city bodies and agencies. We do not intend to complicate these arrangements but to support them. We will agree how the partnership can best support these plans in the areas of

- **Attitudes**
- **Participation**
- **Child poverty**
- **Work and worth**

We see our role as supporting key actions in these areas and holding each other to account for their delivery. We will also maintain an overview and insight on general progress and data on city trends, challenges and opportunities. This will help us know if our community plan and actions are helping the city to meet these poverty objectives or if our plan needs to be changed.

OUR EMERGING PRIORITIES FOR ACTION

We have chosen specific priorities for action that are important for the economy, resilient communities or achieving a fairer more equal Glasgow. It does not matter where you live, are working or not, are younger or older, everyone can benefit in the city by getting these things right.

The two areas we have chosen are;

- **Transport – to ensure people and communities are connected to local and city services, opportunities, learning and jobs and to tackle social isolation and mental wellbeing**
- **Accessible and affordable childcare as a gateway to learning and work opportunities for parents and carers, a good start in life for our children, and tackling poverty, particularly in work poverty (where people who are in work still have to rely on benefit to make ends meet)**

[The College and Lifelong Learning Policy Commission](#) involved city partners from the education, business, voluntary and third sector. The Commission found that funding barriers, difficulties with transport and childcare could stop people from starting a learning course or make it difficult for them to

continue. We will take into account the Commission's recommendations as we develop our more detailed plans.

These are the two areas where the Partnership will lead action across the city and with the UK and Scottish Governments, employers and investors to make improvements. What that means is we will share leadership and responsibility and use;

- **our policies, programmes, and activities to improve transport and accessible and affordable childcare across the city**
- **our buildings, staff, and shared information to support us make improvements across the city in these areas**
- **our financial resources to invest in or support improvements in these areas**

TRANSPORT

By working together we want to achieve:

- **A connected transport strategy and system for Glasgow that links people to shops and services, education, training opportunities, and jobs and to entertainment and events**
- **Transport that serves communities as well as the city centre and is designed around how people live their lives**
- **An integrated ticketing system**
- **Clean, safe and affordable transport**
- **An accessible transport system with a reputation for taking care of its passengers whatever their ability or age**
- **A sustainable system with a road and pavement network that allows you to walk or cycle in your local neighbourhood and across the city**

We will also support the city's plans with other neighbouring councils and partnerships to achieve better connections to the airport, road network and railways to grow Glasgow's economy.

CHILDCARE FACTS

- **Childcare is regarded as expensive and a route to in work poverty. In other countries childcare averages just 12% of earnings, for some parents in Glasgow it can be up to 25% of their earnings**
- **Places for council provided nurseries, which have affordable charges, have waiting lists**
- **Without investment and a growth in a range of different childcare options, we may not meet the Scottish Government's target of providing additional free hours of childcare by 2020**
- **Provision by partnership and other nurseries is patchy across the city. 2015 analysis demonstrated that access to early learning and childcare that extends across the whole working day or that can be flexible is very poor or poor in 7 of our council wards and limited in a further 8 wards**
- **Glasgow has seen a growth in childminders but it is an under developed area**

On average part-time workers earn **£144** per wk

On average part-time child care costs **£111** per wk



ACCESSIBLE AND AFFORDABLE CHILDCARE

By working together we want to achieve:

- **More affordable and accessible quality childcare in Glasgow**
- **Childcare provision in those areas with little or no current nurseries or limited childcare options**
- **Flexible and extended hours that suit the way people live their lives**
- **A mixed model of provision with childcare options provided by the council, partnership nurseries, social enterprises and child-minders**
- **The Scottish Government's requirement to extend more free hours to 3-5 year olds by 2020**
- **Providers given information and support to help them expand their businesses and link with others in the area**
- **Parents and carers informed about local choices, particularly those going to college, training or into work**

WAYS OF WORKING

We have agreed principles of how we work in the Partnership. We have evidenced this in practice through our One Glasgow approach.

At the heart of these is sharing resources and focussing on prevention. We know we need to continue to embed these ways of working. We have identified what is important if we want to improve how we work together to deliver our priorities and to make a difference in Glasgow. These are;

- **Shared leadership - we work together for the city, focused on the same priorities at a city wide level and make sure they are reflected in each of our organisation's plans, how we work day to day and in our dealings about Glasgow nationally and locally**
- **Services designed around people - we do that together by sharing resources, including staff, buildings, information and financial resources and working in virtual hubs or co-locating where we think that will deliver better services. We have already started a shared project to look at our properties and the opportunities for sharing**



- **Services developed in collaboration with people, communities and other agencies (co-production) so that services are easy to access, provide support for how people live their lives now and make the most of our existing assets**
- **Prevention - we are investing in people and places for the long term. This means working together in a joined up way (collaboratively) at key stages in peoples' lives particularly at key life transition points. For example at pre-school, leaving school, first job or college place, progressing to another job**

- **Anchor organisations - we will develop this idea of where a strong organisation in an area can take the lead to help the community get activity and connections going to build up capacity and to improve the look and feel of an area. We will link this to place making**

OUR TARGETS

Targets for the plan will be developed further over the summer; however, as a start we will focus on closing the gap – closing the gap between the poorest and more affluent areas in the city and between the city, other core cities and the Scottish average.

STRUCTURES

The Partnership is reviewing its structures to ensure that there is good governance and that:

- **communities, partners and stakeholders have a strong voice in the delivery of the plan**
- **communities can influence decisions on services and how we spend money locally, public sector partners are accountable for its delivery and are clear on their role and contribution**
- **shared performance on the delivery of the plan and ways of working are scrutinised and lessons learned**

Proposals on the structures will be available for comment in late Summer.